Business Requirements Document Instructions

This is to be a detailed, annotated outline document created by a business analyst or other representative for the business customer for a new project. The document's purpose is to express the customers' and stakeholders' requirements to be served by the deliverables of the project and, most importantly, the customers' wants and needs for the product, system or service.

As with the Marketing Requirements Document (MRD), the primary audience for this document is the project team and, specifically, the functional groups that must determine how to implement the application, system, service, etc. to meet the customers' requirements. The team is responsible for determining how to develop what the business has requested.

This document is to be used for IT and business-process related projects. Please use the MRD for new product development because typically a marketing department is acting as the voice of external customers and defining the customer/business-level requirements for the project.

Overview

After a New Project Proposal (NPP) has been submitted and approved to move into Concept a draft BRD should be created. A Business Analyst or other business representative is to complete this document with the assistance of the technology group, particular business users, finance, etc.

1. After document has been completed, review the draft BRD (or elements of it) with internal customers and stakeholders to ensure that these business-level requirements are accurate and get input on priorities.

2. Create an economic justification for the project to go along with the feature/function definitions in the BRD.

3. Update the BRD with all review comments to date and then provide the document to the newly formed project team.

4. The project team will use the BRD as input for the project definition or scoping process. The BRD represents the master list of all the things that could be created by this project if we could give the customer everything we think they want.

5. The team can negotiate what requirements make the cut. User or Functional Requirements Specification will ultimately reflect final decisions on what items will definitely be done on the project.

6. Ensure that the BRD is updated to reflect the final scope decisions and maintain a record of the original customer requirements before any trade-offs were made.

Business Requirements Template Instructions

Executive Summary

This section provides a paragraph or two summarizing the following so that the reader can get a quick overview of the project scope and reason for being:

- The strategic and tactical business reasons for this project.
- Target customers and users for the project's deliverables.
- What the project should implement (application, system, service, process) to meet the customer needs and fulfill the business goals.
- Key driving dates and when the project must deliver.

Background and Environmental Context

Target business customers and users and the problem we are trying to solve or solution we want to provide:

- Who is this to be developed for and why? Who are the users and who are the other stakeholders?
- What are their business problems?
- How will our solution help them achieve their goals?

Timing

- Why do this project now? What is driving when we need to have this available?
- What are the consequences if this project is not undertaken now?
- Are there specific points at which we have the most to gain in terms of productivity, additional business insights, or other non-cost-related benefits?
- Are there specific points at which we have an opportunity to capture the most significant (or minimally acceptable) cost savings?
- Are there specific points past which we will lose the ability to save enough money (if this is a cost reduction or avoidance project) to make this project worthwhile?
- What major milestones have been defined?

Strategic Requirements

- What are the strategic drivers of the project itself or key features to be developed and why?
- How does this project fit with our technology roadmap?
- Is this project required to stay current with technology, or for performance reasons or cost reasons?

Impact on Current Environment

- What other organizations will be impacted by this project?
- What processes or services would be impacted, modified, or automated?
- What existing software and hardware systems would be modified or replaced?

Competitive Environment

- Do these requirements relate to the business' external competition?
- Do we need to implement these things to help the State of Montana stay competitive in its external markets, either through enabling new products or channels, etc. or by supporting desired product cost reductions?
- Do we need to implement them to help the State of Montana pull ahead and differentiate its products and services more strongly?

NOTE: If individual requirements are key to competitive advantage, those should be flagged below in the detailed requirements.

Current Technology Environment

Business Case

This section provides a more detailed financial answer to the question, "why are we developing this?" The business case is drafted early to document the perceived financial benefits of undertaking this project. As more detailed work is done and more information about costs becomes available, the full economic justification is constructed and used to decide whether the project should proceed into full development.

Cost-Benefit summary:

What are the relative costs and benefits of the solution; i.e. number of users, magnitude of cost savings or efficiency gains, etc.?

Deployment target:

Desired dates for first deployment to users.

System/service/application life:

How long we believe users will use what we are producing and continue to accrue the benefits.

Budgetary goals:

How much it should cost to produce, deliver, and support.

Customer Requirements for the System [or process, service, application]

This section should accomplish two objectives:

1. **Specify customer requirements.** Identify the high-level customer-view requirements for the project. Make sure all important requirements categories are covered, such as performance and reliability, not just feature requirements.

2. **Make clear the mandatory features and functionality and relative priorities among non-mandatory items.** In each category, indicate items that are must-have or mandatory vs. nice-to-have or optional. These can be labeled A, B, etc., or whatever approach works for you. Within the optional items, you may want to prioritize them according to importance. Then if the team needs to select a subset based on cost or schedule constraints, it will have the business analyst or representative's priority guidelines for those decisions.

Example of labeling priorities:

- A = Must have in first release
- B = Strongly desired by customer segment but not mandatory for first release
- C = Nice to have but not a deal-maker or show-stopper

Functionality requirements

Include sections as appropriate for your particular project deliverables. Remember that this section is intended to be expressed at the level of what the customer needs to solve a business problem and provide high level guidance to the team for further definition work. **Do not include details.** This document is not the place to spec the details of the solution.

- Ordering requirements
- Installation requirements
- Billing requirements
- Reporting requirements
- User interface requirements
- Data access and management requirements
- Security requirements

Operational and support requirements.

Specify any customer operational constraints that would affect the product, system, or service design. Call out related requirements for maintaining data or systems, supporting users, etc.

Usability requirements.

Be clear about the major user groups that could result in different requirements at the solution design level, e.g. advanced vs. novice users, and any high-level usability requirements driven by these groups.

Regulatory requirements or constraints.

Reference any legal or regulatory items that will drive or constrain the solution design and implementation.

Customer training and documentation requirements.

Explicitly call out educational offerings and materials that must be created to support successful adoption and use.

Performance requirements.

Specify the user group(s) expectation on performance ranges and why, including related items such as capacity, response time, etc.

Reliability requirements.

Specify aspects such as expected operational uptime that customers expect.

Other requirements.

Create additional sections to summarize any other requirements areas that are important to the target stakeholders and users.

Administrative Information

Revision	Author	Date	Sections Affected	Change Summary
1.0		1/2/2009		

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